

Sunset Public Hearing Questions for  
**Department of Veterans Services**  
Created by Section 4-3-2501, *Tennessee Code Annotated*  
(Sunset Termination June 2022)

1. **Provide a brief introduction to the department, including information about its purpose, statutory duties, and staff.**

**HISTORY:**

The Tennessee Department of Veterans Services was established in 1921 to provide statewide services to Veterans, survivors, and family members.

**MISSION:**

Our mission is to serve veterans of all eras through passionate advocacy, informative outreach, and an honorable final resting place.

**VISION:**

To make Tennessee the national leader in serving Veterans and their families.

**DUTIES:**

The Tennessee Department of Veterans Services (TDVS) serves more than 456,000 veterans and approximately 1.5 million dependents living in Tennessee. There are 11 State Veterans Services offices across the State to serve Tennessee's 95 counties with assistance to file claims for federal benefits, answer questions about the claims process, and advocate for veterans for US Department of Veterans Affairs (VA) benefits. In addition, TDVS provides accreditation training to state employees and County Service Officers (CSOs) that ensures all personnel assisting Veterans and their families have the latest information about changes to laws regarding federal and State benefits. In the fiscal year 2021, TDVS and CSO partners filed 8,122 claims that contributed to the \$2.6 billion in tax-free federal benefits for veterans in Tennessee. TDVS manages and operates 5 Tennessee State Veterans Cemeteries (TSVC): two in East Tennessee, one in Middle Tennessee, and two in West Tennessee. The newest cemetery, the TSVC at Parkers Crossroads, was completed in 2018.

**STAFF**

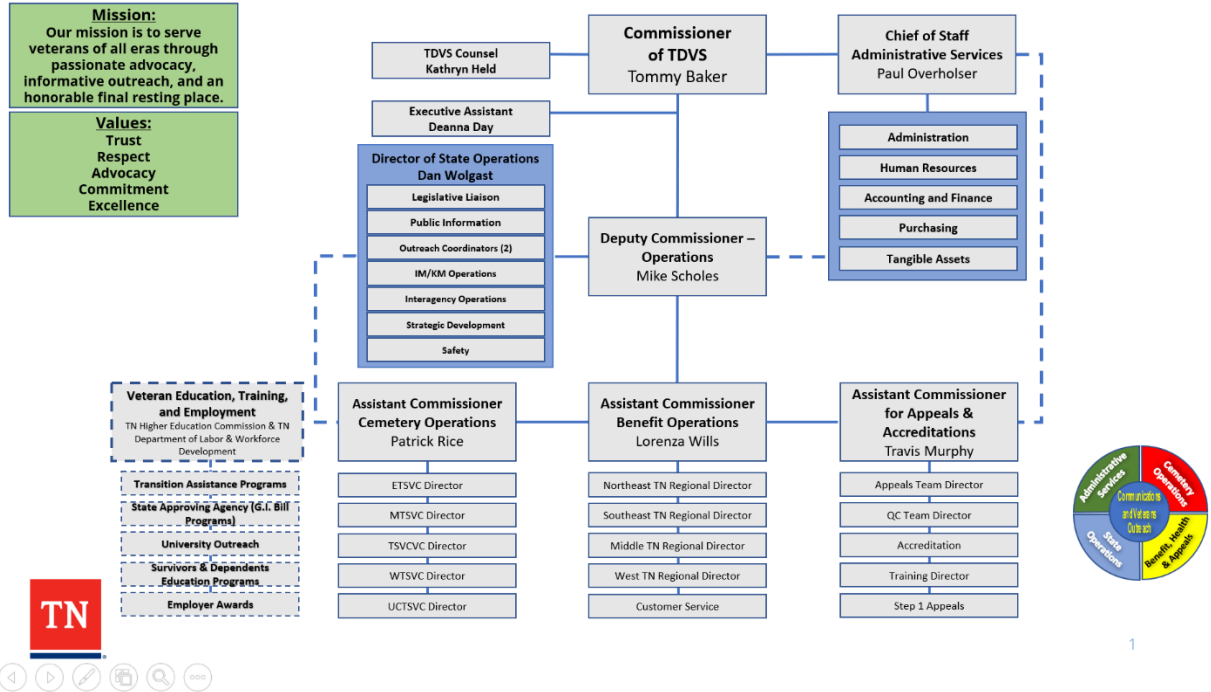
TDVS is currently authorized to have 104 positions. There are presently 100 TDVS employees and 4 vacancies.

Personnel		Title
1		Commissioner 1
1		Deputy Commissioner 1
3		Assistant Commissioner 1

1		Chief of Staff
1		Director of State Operations
1		General Counsel 1
1		Legislative Liaison
1		Budget Analysis Director 1
1		HR Director 1
3		Veterans Services Regional Director 2
4		Veterans Cemetery Director 2
1		Appeals Advocate 2
3		Appeals Advocate
1		Quality & Appeals Specialist 2
3		Quality & Appeals Specialist
4		Veterans Resource Coordinator 1*
16		Veterans Resource Coordinator 2*
1		Veterans Resource Coordinator 3
2		Veterans Outreach Coordinator
1		Training Officer 2
1		Executive Admin Assistant 2
1		Admin Services Assistant 2
3		Admin Assistant 2
7		Admin Assistant 1
2		Secretary
1		Clerk 3
1		Procurement Officer 2
1		Customer Service Center Rep 1
4		Veterans Cemetery Foreman
7		Cemetery Equipment Operator
11		Veterans Cemetery Caretaker 1*
10		Veterans Cemetery Caretaker 2*
5		Veterans Cemetery Caretaker 3
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**2. Please provide a current organization chart for the department and explain the primary functions of each division or section.**

On November 1, 2021, TDVS completed a major organizational restructure which aligned the department by functional areas while maintaining Regional Directors (RD) to focus on building partnerships and providing more outreach opportunities.



3. **Does the department have the authority to promulgate rules? If not, is rulemaking authority needed? If rules have been promulgated, please cite the reference.**

Tenn. Code Ann. § 46-6-106 grants TDVS the authority to promulgate rules related to cemetery operations. TDVS has not promulgated rules.

4. **What were the department's revenues and expenditures for each of the last three fiscal years? Please include information about all funding sources.**

2019 Expenditure	2019
Administration	\$ 1,242,328.56
Cemeteries	\$ 6,230,410.82
Field Offices/Appeals Div	\$ 3,054,232.59
<b>Total</b>	<b>\$ 10,526,971.97</b>

2019 Funding	2019
Interdepartmental	\$ 239,525.04
Current Services (Dep Burial)	\$ 209,359.29
Federal Veteran Burial Reim	\$ 1,325,547.00
State Appropriations	\$ 7,230,651.59

<b>Total</b>	<b>\$ 11,855,407.47</b>
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<b>2020 Expenditure</b>	<b>2020</b>
Administration	\$ 1,406,611.60
Cemeteries	\$ 3,417,743.40
Field Offices/Appeals Div	\$ 2,985,234.34
<b>Total</b>	<b>\$ 7,809,589.34</b>

<b>2020 Funding</b>	<b>2020</b>
Interdepartmental	\$ 4,400.00
Current Services (Dep Burial)	\$ -
Federal Veteran Burial Reim	\$ 1,333,834.00
State Appropriations	\$ 7,049,600.00
<b>Total</b>	<b>\$ 8,387,834.00</b>

<b>2021 Expenditure</b>	<b>2021</b>
Administration	\$ 1,377,757.50
Cemeteries	\$ 3,104,638.64
Field Offices/Appeals Div	\$ 2,923,537.01
<b>Total</b>	<b>\$ 7,405,933.15</b>

<b>2021 Funding</b>	<b>2021</b>
Interdepartmental	\$ 2,200.00
Current Services (Dep Burial)	\$ 300.00
Federal Veteran Burial Reim	\$ 1,695,723.00
State Appropriations	\$ 7,559,700.00
<b>Total</b>	<b>\$ 9,257,923.00</b>

**5. What were the department's major accomplishments in the last three fiscal years?**

- **TDVS Headquarters:**

- Completed a major organizational restructure as of November 1, 2021, which aligns the department by functional areas while maintaining RDs to focus on building partnerships and providing more outreach opportunities.

- Overcame the challenges presented by COVID-19 by leveraging technology to develop a secure and convenient method to collect evidence, service records, and signatures. This technology reduces the need for in-person meetings and provides greater convenience for Veterans wanting to take advantage of TDVS' advocacy.
- Entered into a partnership with PsychArmor in December 2020 to combat Veteran suicide by providing critical resources and training to TDVS staff on sensitive Veteran-specific mental health issues.
- **State Operations:**
  - Created a common operational picture that informs and synchronizes operations within the agency.
  - Created new structure to provide for communications and Veterans Outreach functions.
- **Benefit Operations:**
  - Increased support to rural veterans by opening three new field offices in Whiteville, Tullahoma, and Morristown. Mobile field offices support rural economically distressed counties.
- **Appeals, Training, and Accreditation:**
  - Entered into a partnership with the National Veterans Legal Services Program (NVLSP) in June 2019 that greatly enhances the scope of appellate advocacy that TDVS is able to provide to Tennessee Veterans. NVLSP agreed to review adverse decisions issued by the Board of Veterans Appeals (BVA). If NVLSP finds that the BVA wrongly denied a benefit that a TDVS claimant rightfully deserves, NVLSP offers cost-free representation at the next appellate level, the Court of Appeals for Veterans Claims. Additionally, NVLSP agreed to provide high-quality training to all TDVS accredited representatives.
  - Partnered with over 30 CSOs across the State to provide low-cost, minimal-travel options to Veterans that require assistance with conducting BVA Virtual Hearings.
- **Cemetery Operations:**
  - Created a collaborative information system that allows our leaders and partners to share the State's burial schedule, applications, headstone placement, and operational reporting. This system enables our leaders to have a common operating picture that allows rapid decision-making, maintains situational awareness, coordinates, and synchronizes day-to-day operations.

- Procured 127 acres in the Upper Cumberland Region in October 2021 to establish a 6<sup>th</sup> TSV, which is currently in the planning and funding phase.

**6. Has the department established branch offices in each congressional district in the State as required in Section 58-3-106(a), Tennessee Code Annotated? Has the department established additional offices in some congressional districts as authorized in Section 58-3-106(f), Tennessee Code Annotated?**

TDVS has established branch offices in each congressional district from the 1990 census as required by Tenn. Code Ann. § 58-3-106. Four of these offices have been established to focus on rural and economically distressed regions. Altogether, TDVS operates eleven field offices and the Appeals Division for claims assistance and appellate representation for Veterans, their families, and dependents.

**7. How many county and municipal service offices have been opened by local legislative bodies according to Section 58-3-109, Tennessee Code Annotated? How does the county interact with these offices?**

TDVS is currently partnered with 93 county and municipal offices. TDVS meets with county leaders to explain the need for CSOs committed to high-quality customer service and claims assistance. In cases when a CSO needs to be hired, TDVS assists with criteria and offers consultation to identify the most qualified candidate.

**8. What type of training and accreditation is provided to county and municipal service officers as required by Section 58-3-111(d), Tennessee Code Annotated? How does the department ensure that all county and municipal service officers are trained and certified?**

TDVS' Accreditation Policy and Accreditation Procedures guide the department's efforts to ensure compliance with Tenn. Code Ann. § 58-3-111(d) as well as relevant federal law (38 U.S.C. § 5901-5905 and 38 C.F.R. § 14.626 – 14.637). The Assistant Commissioner for Appeals and Accreditation serves as the department's Certifying Official responsible for oversight and management of the TDVS accreditation program. Further, TDVS has a dedicated training officer focused solely on meeting the requirements of Tenn. Code Ann. § 58-3-111.

Federal law requires a representative to be accredited to assist a claimant in preparing, presenting, and prosecuting VA benefits. 38 C.F.R. § 14.627(a). Accreditation is required when an individual is providing advice or assistance regarding a specific application for VA benefits. The purpose is to ensure veterans and family members have responsible, qualified representation in preparing,

presenting, and prosecuting VA benefits. In the case of a CSO, the regulations require that the individual meet several criteria, including a paid employee of the county working for it not less than 1,000 hours annually. 38 C.F.R. § 14.629(a)(2)(ii).

TDVS offers accreditation training for new CSOs, quarterly training sessions, annual training, testing for employees and county partners. In addition to this required training, TDVS offers monthly learning opportunities and hands-on mentoring by Regional Directors. Training attendance, test scores, and claims assistance are closely monitored to determine recommendations for accreditation, recertification of accreditation, or revocation of accreditation. In cases where accreditation standards are not being met, TDVS executive leadership meets with county leaders to discuss shortcomings and offer remedial training and testing solutions.

**9. How does the department interact with the War Records Bureau within the Military Department? What records does the bureau furnish to the department, and how are those records used?**

TDVS interacts with the War Records Bureau within the Military Department by requesting DD-214's or other discharge documents. These documents are used to determine Veteran status and service dates for the purpose of establishing eligibility for federal benefits.

Currently, the United States Department of Defense mails DD-214's for newly discharged Tennessee Veterans to TDVS headquarters. TDVS then sends the DD-214 to War Records. If a TDVS staff member assists a claimant whose discharge documents are not available electronically, TDVS requests the document from War Records.

**10. What is the department's involvement with the State Veterans' Homes? Briefly explain the relationship that exists.**

There are currently 4 Tennessee State Veterans Homes (TSVH) in Murfreesboro, Humboldt, Knoxville, and Clarksville. A new TSVH in Cleveland, TN, is expected to open in the spring of 2022. Additionally, the Tennessee State Veterans Home Board (TSVHB) received grant approval from the VA for a new Veterans Home in Arlington, TN.

The TSVHB oversees the management of the existing homes. The Governor appoints TSVHB members, and TDVS serves as a liaison between TSVHB and the State. The Commissioners of TDVS and the Tennessee Department of Finance and Administration (TDF&A) are ex-officio voting members of the TSVHB.

To create a new TSVH, TDVS works with local community members to increase local awareness, support, and recommend a proposed site. The local community members collect local funding. The Commissioner of TDVS presents the plans and developments to the State Building Commission during the concept, design, and construction phase. Federal funds provide 65% towards the design and construction of the site. State and local funds pay the remaining 35% of the design and construction of the proposed site as well as the total cost of land acquisition.

Once operational, the TSVH is self-sustaining and does not require state funding. The Commissioner of TDVS monitors day-to-day operations, contract agreements, capital planning, accomplishments, violations, and the operating budget after admissions begin. The Commissioner of TDVS provides the Governor with recommendations for board member appointments. TDVS executive leadership increases awareness of the award-winning facilities by offering tours to legislators and partnering with the TSVH for community outreach events and free claims assistance for residents.

**11. How does the department interact with veterans' groups at the federal and State levels?**

TDVS works closely with local, State, and federal groups in a joint effort to serve Tennessee's 456,000 Veterans. To ensure Veterans receive the assistance, benefits, and services they need, each grand division of the State is staffed with an RD, Veteran Resource Coordinators (VRC), and Veteran Outreach Coordinators (VOC). In addition, the RDs, VRCs, and VOCs play a dynamic role within local communities, serving as informational conduits to the community. Additionally, feedback from the field staff allows TDVS to set strategic goals and tailor solutions and services to community objectives.

TDVS staff serve as advocates for Veterans, active military service members, their families, and dependents. TDVS field staff bridge the gap between TDVS and the local, state, federal, and non-government agencies that provide services to Tennessee's Veterans, their families, and dependents. TDVS field offices supplement and support CSOs and regional partners in developing improved and expanded services for local Veteran populations. Additionally, TDVS assists them with employment and educational opportunities.

**12. How many Veterans claims were processed during the last three fiscal years? Of those claims, how many were approved by the federal government? Has the number of claims processed in each of the previous three fiscal years increased, decreased, or remained the same?**



**CLAIMS FILED IN FISCAL YEAR 2019**

<b>ORIGINATING AGENCY</b>	<b>NUMBER OF CLAIMS FILED</b>
TDVS	5,286
COUNTY SERVICE OFFICE	7,549
TOTAL	12,835

**CLAIMS FILED IN FISCAL YEAR 2020**

<b>ORIGINATING AGENCY</b>	<b>NUMBER OF CLAIMS FILED</b>
TDVS	4,305
COUNTY SERVICE OFFICE	6,240
TOTAL	10,545

**CLAIMS FILED IN FISCAL YEAR 2021**

<b>ORIGINATING AGENCY</b>	<b>NUMBER OF CLAIMS FILED</b>
TDVS	2,753
COUNTY SERVICE OFFICE	5,369
TOTAL	8,122

The above claim numbers represent claims filed each fiscal year for disability compensation, pension, and survivor benefits. The most recent data provided by the VA indicates Tennessee Veterans, their families, and dependents received approximately \$2.6 billion in compensation and pension benefits in the federal fiscal year 2020, which is directly influenced by the benefit applications filed by TDVS accredited representatives at the state and county levels.

The number of claims filed in each of the last 3 fiscal years has decreased. COVID-19 impacted claim numbers in FY 2020 and FY 2021. TDVS noticed a decline in claim numbers at the outset of the pandemic. In response, TDVS quickly pivoted to continue the delivery of services in a virtual landscape. The technological adaptations and opportunities for virtual appointments that TDVS developed have been well received by customers, and TDVS plans to continue to offer them. For example, phone or video

appointments can reduce time spent waiting for walk-in services and benefits those with challenging work schedules or mobility limitations.

Changes in federal law can also cause the number of claims and monetary awards to fluctuate from year to year. For example, in February of 2019, VA implemented a new modernized appeals system that allowed veterans more options when disagreeing with a VA decision on a claim. These additional options for disagreeing with a VA decision reduce the need to file new claims in some situations. In addition, more recently, VA has expanded benefit eligibility to more Veterans, such as Vietnam Veterans that served either in Vietnam or within 12 nautical miles of the coast or Gulf War Veterans with specific diseases related to particulate exposure. This change may increase applications and further demonstrate the fluctuations caused by changes in federal law.

**13. What programs does the department participate in to assist veterans with job placement or training?**

TDVS has partnered with the TN Department of Labor and Workforce Development (TDLWD) and the TN Higher Education Commission to assist Veterans in obtaining employment, education, and training. TDVS field office personnel work closely with local American Job Centers to help Veterans in their search for employment and procure military discharge documents to verify eligibility for Veteran-specific programs administered by the TDLWD. Furthermore, TDVS has partnered with the Tennessee Board of Regents and University of Tennessee institutions to provide the VA claims assistance to their student Veterans, intending to provide financial service and medical care to Veterans in pursuit of education and training. Finally, TDVS works closely with VA Veteran Readiness & Employment Counselors to assist Veterans in filing for education and training benefits and procuring eligibility documents.

**14. How many state-owned veterans' cemeteries are in Tennessee? How many veterans are buried in these cemeteries? How are the cemeteries funded? What are the annual costs for operating the cemeteries in each of the last three fiscal years? What was the source of the funding to pay those operating costs?**

**BACKGROUND**

Following the strategic goal set by the National Cemetery Association, TDVS is committed to establishing a TSVC within a 75-mile radius of Tennessee's Veterans.

- The first East Tennessee State Veterans Cemetery in Knoxville, which opened in August 1990, reached capacity for new burials. In response, TDVS opened a second East Tennessee State Veterans Cemetery in Knoxville in August 2011.

- The West Tennessee State Veterans Cemetery opened in January 1992.
- The Middle Tennessee State Veterans Cemetery in Nashville opened in January 1993.
- The Tennessee State Veterans Cemetery located in Parkers Crossroads opened in July 2018.
- TDVS procured an additional 127 acres in the Upper Cumberland Region to establish a 6<sup>th</sup> TSVC which is currently in the planning and funding phase.

**A. How many state-owned veterans' cemeteries are in Tennessee?**

There are currently 5 active TSVC, with a 6th in Sparta, TN, which is currently in the planning and funding phase.

**B. How many veterans are buried in these cemeteries?**

**TOTAL BURIALS SINCE CEMETERIES OPENED (as of June 30, 2021)**

CEMETERY	TYPE	INTERMENTS
Knoxville-Lyons View	Veteran	4,345
Knoxville-Lyons View	Dependent	1,590
Knoxville-John Sevier	Veteran	3,801
Knoxville-John Sevier	Dependent	1,021
Nashville	Veteran	11,821
Nashville	Dependent	3,640
Memphis	Veteran	18,361
Memphis	Dependent	6,167
Parkers Crossroads	Veteran	237
Parkers Crossroads	Dependent	53
<b>Statewide</b>	<b>Total</b>	<b>51,036</b>

**BURIALS FISCAL YEAR 2018-2019**

CEMETERY	TYPE	INTERMENTS
Knoxville-Lyons View	Veteran	16
Knoxville-Lyons View	Dependent	64
Knoxville-John Sevier	Veteran	412
Knoxville-John Sevier	Dependent	126
Nashville	Veteran	512

Nashville	Dependent	228
Memphis	Veteran	692
Memphis	Dependent	323
Parkers Crossroads	Veteran	67
Parkers Crossroads	Dependent	15
<b>Statewide</b>	<b>Total</b>	<b>2,455</b>

#### **BURIALS FISCAL YEAR 2019-2020**

<b>CEMETERY</b>	<b>TYPE</b>	<b>INTERMENTS</b>
Knoxville-Lyons View	Veteran	15
Knoxville-Lyons View	Dependent	52
Knoxville-John Sevier	Veteran	440
Knoxville-John Sevier	Dependent	137
Nashville	Veteran	471
Nashville	Dependent	217
Memphis	Veteran	702
Memphis	Dependent	287
Parkers Crossroads	Veteran	70
Parkers Crossroads	Dependent	20
<b>Statewide</b>	<b>Total</b>	<b>2,411</b>

#### **BURIALS FISCAL YEAR 2020-2021**

<b>CEMETERY</b>	<b>TYPE</b>	<b>INTERMENTS</b>
Knoxville-Lyons View	Veteran	15
Knoxville-Lyons View	Dependent	59
Knoxville-John Sevier	Veteran	555
Knoxville-John Sevier	Dependent	166
Nashville	Veteran	555
Nashville	Dependent	243
Memphis	Veteran	893
Memphis	Dependent	398
Parkers Crossroads	Veteran	100
Parkers Crossroads	Dependent	18
<b>Statewide</b>	<b>Total</b>	<b>3,002</b>

#### **C. How are the cemeteries funded?**

The VA fully funds the construction and design of TSVC and the initial issue of equipment and furnishings. Funding for land acquisition for TSVC is a combination of state and local money as well as donations.

The TDVS applies for federal grants from the VA to maintain or improve TSVC. Since 2010, TDVS has received more than \$29 million in federal grants to build, expand, and improve the 5 TSVC.

**D. What are the annual costs for operating the cemeteries in each of the last three fiscal years?**

**OPERATING COSTS FISCAL YEAR 2019**

<b>CEMETERY</b>	<b>OPERATING COSTS</b>
Knoxville (Combined)	\$2,729,656.55
Nashville	\$1,380,878.30
Memphis	\$1,147,347.71
Parkers Crossroads	\$972,528.26
<b>Total Statewide</b>	<b>\$6,230,410.82</b>

**OPERATING COSTS FISCAL YEAR 2020**

In Fiscal Year 2020, TDVS received \$1,333,834 in federal reimbursements for Veteran burials and \$0 for dependent burials.

<b>CEMETERY</b>	<b>OPERATING COSTS</b>
Knoxville (Combined)	\$1,041,336.99
Nashville	\$767,611.51
Memphis	\$1,158,579.41
Parkers Crossroads	\$450,215.49
<b>Total Statewide</b>	<b>\$3,417,743.40</b>

**OPERATING COSTS FISCAL YEAR 2021**

In Fiscal Year 2021, TDVS received \$1,695,723 in federal reimbursements for Veteran burials and \$0 for dependent burials.

<b>CEMETERY</b>	<b>OPERATING COSTS</b>
Knoxville (Combined)	\$778,239.90
Nashville	\$762,125.24
Memphis	\$1,184,004.32

Parkers Crossroads	\$380,269.18
Total Statewide	<b>\$3,104,638.64</b>

**E. What was the source of the funding to pay those operating costs?**

Operational costs for the 5 TSVC are funded by state appropriations and federal reimbursements for burials. The VA's current reimbursement rate for Veteran burials is \$828. TDVS is not reimbursed for dependent burials, and as of June 3, 2019, the department does not charge for dependent interments in the TSVC.

**15. What reports does the department prepare concerning its activities, operations, and accomplishments? Who receives copies of these reports? Please provide a copy of or a link to recently published reports.**

TDVS participates in the Transparent Tennessee Annual Report. The Annual Report highlights the operations, accomplishments, and federal benefits received by Tennessee Veterans. The TDVS Annual Report is distributed in hard copy to legislative partners and customers through outreach events, field offices, and training events. Annual Reports are also posted on the department website.

**16. Please describe any items related to the department that require legislative attention and any proposed legislative changes.**

There are not currently any legislative changes that would be beneficial to our mission of serving Tennessee Veterans, their families, and dependents. TDVS will, however, continue to monitor the ever-changing landscape and federal policies to ensure that Tennessee remains the greatest State for Veterans to live in.

**17. Should the department be continued? To what extent and in what ways would the absence of the department affect the public health, safety, or welfare of the citizens of Tennessee?**

Tennessee is home to more than 456,000 Veterans representing over eight percent (8%) of the Tennessee adult population. TDVS is a purely Veteran-centric agency committed to providing critical, cost-free services to the brave men and women who risk so much to protect our freedom and country. TDVS' primary focus will remain on our core statutory functions of advocating for Veterans benefits and maintaining an honorable final resting place for our Heroes as we serve the Veteran Community. In addition to the core functions, TDVS will continue to partner with other state agencies and seek to establish additional outreach to organizations serving Veterans, local communities, and the VA. These partnerships will enhance a shared understanding

amongst stakeholders while creating the vital synergy for our Department to succeed in its mission.

Over the next four years, we look forward to seeing the conclusion of the many exciting projects taking place at TDVS. We anticipate opening the Upper Cumberland State Veterans' Cemetery in Sparta, TN -- now awaiting a federal grant and construction, the development of a TSVH in Arlington -- now in the last phase before the groundbreaking, and the opening of the TSVH in Cleveland, TN. TDVS is confident that these additions will improve our department's ability to serve Tennessee's Veteran community.

TDVS continues to research and increase our understanding of the transition from the military to the civilian world. We are tracking several areas to include:

- Education
- Employment
- Veteran Treatment Court data
- Incarcerations
- Veteran suicides

TDVS plays a critical role in combating Veteran suicide. VA data shows that approximately two-thirds of Veterans that die by suicide were not using VA benefits. By continuing to focus on our statutory mission of assisting Veterans and family members in obtaining the VA benefits to which they are entitled, including connecting them with VA health care, the data shows that TDVS can make a significant contribution to the fight against Veteran suicide. TDVS has been part of several discussions and research opportunities, and we are working diligently to raise awareness and decrease the stigma.

The Tennessee Suicide Prevention Network has asked to partner with TDVS to create the Veteran Suicide Task Force to reduce Veteran suicides through prevention, intervention, and postvention efforts. A postvention is an intervention conducted after a suicide, largely taking the form of support for the bereaved (family, friends, professionals, and peers). The Tennessee Veterans Suicide Prevention Task Force, co-chaired by TSPN and TDVS, has developed a Toolkit consisting of recommendations and resources to prevent Veteran suicide.

**18. Please identify the appropriate department representative or representatives possessing substantial knowledge and understanding of the responses provided to the sunset review questions.**

- Krissy Yamase, Budget Director
- Dolores Keene, Human Resources Director
- Kathryn Held, General Counsel
- Patrick Rice, Assistant Commissioner
- Lorenza Wills, Assistant Commissioner
- Travis Murphy, Assistant Commissioner
- Paul Overholser, Chief of Staff
- Mike Scholes, Deputy Commissioner
- Tommy H. Baker, Commissioner

**19. Please identify the appropriate department representative or representatives who will respond to the questions at the scheduled sunset hearing.**

- Tommy H. Baker, Commissioner
- Mike Scholes, Deputy Commissioner
- Kathryn Held, General Counsel

**20. Please provide the office address, telephone number, and email address of the department representative or representatives who will respond to the questions at the scheduled sunset hearing.**

The following individuals will be present to respond to questions at the scheduled sunset hearing:

Tommy H. Baker, Commissioner

Tennessee Department of Veterans Services  
 WRS. Tennessee Tower, 13<sup>th</sup> Floor  
 312 Rosa L. Parks Avenue, Nashville, TN 37243  
 o. 615-741-1959  
 c. 615-517-0970  
 Tommy.Baker@tn.gov

Mike Scholes, Deputy Commissioner

WRS. Tennessee Tower, 13<sup>th</sup> Floor  
 312 Rosa L. Parks Avenue  
 Nashville, TN 37243  
 o. 615-741-6603  
 c. 615-483-2923  
 Mike.Scholes@tn.gov

Kathryn Held, General Counsel

W.R.S. Tennessee Tower, 13<sup>th</sup> Floor  
 312 Rosa L. Parks Avenue, Nashville, TN 37243



c. 615-922-8758

Kathryn.Held@tn.gov